Partnership Working: The way forward
Session overview

**NATIONAL:** Social Partnership Forum
Josie Irwin, Head of Employment Relations, Royal College of Nursing

**REGIONAL:** NHS North West
John Lenney, Director of HR & OD, Wrightington, Wigan & Leigh NHS FT
Paul Foley, Regional Officer, Unison

**LOCAL:** Aintree University Hospitals NHS Foundation Trust
Peter Ballard, Staff side chair
Debbie Fryer, Director of Human Resources & Organisational Development
1. Supporting staff through change and transfer

- NHS White paper – task and finish group looking at the NHS HR Framework
- Staff passport
2. Workforce implications of QIPP

- SPF principles published April 2010
- Work in the staff passport group on issues such as management cost reductions
3. Staff morale and engagement

- Health and well being
- Staff survey
- Promoting staff engagement – research from Aston University
- Whistleblowing
4. Strengthening partnership in order to deliver current and future priorities

- Case studies
- Partnership fund
- Regional toolkit for partnership working
Our four Priorities for partnership working nationally, regionally and locally:

1. Supporting staff through change and transfer
2. Workforce implications of Quality, Innovation, Productivity and Prevention (QIPP) programme
3. Staff morale and engagement
4. Strengthening partnership in order to deliver current and future priorities
Strengthening Partnership In Order to Deliver Current and Future Priorities
- A North West Case Study

Jon Lenney - Director of HR & OD
Wrightington, Wigan & Leigh NHS Foundation Trust

Paul Foley – Regional Officer
Unison
Partnership Working in the North West

- Purpose
- Context
- NW Social Partnership Forum
- Future
Partnership Working in the North West

Why?

- Shared interests
- Mutual benefits
- Sustained business success
- Managing Organisational Change and Challenge
- NHS Constitution
- Legal Framework – ICE Regulations
NHS Constitution

### NHS Values
- Respect and Dignity
- Commitment to Quality Care
- Compassion
- Improving Lives
- Working Together for Patients
- Everyone Counts

### Staff Pledges

**Pledge 4 –**

“Engage staff in decisions that affect them and the services they provide individually and through their representative organisations and local partnership working arrangements ……”
Partnership Working in the North West

- What Does It Feel Like?
- Long-term relationship
- A mindset not an objective
- Shared values
- Mutual respect
- Supporting behaviours
The Partnership Pyramid

- Partnership
- Collaboration
- Participation
- Consultation
- Information
The North West Social Partnership Forum

- Established in January 2006 (CPLNHS)
- Partnership Legacy
- Forum for strategic discussion (not an ‘upper chamber’)
  - Sharing ideas and information
  - Setting tone and example
  - Complements and enables local partnership working
The North West Social Partnership Forum

Practical Support

- Rules of Engagement in Cost-Cutting Measures
- Financial Summit
  - Managing Messages
  - Planning Ahead
- MARS
- TCS
- Strategic Service Changes
e.g. Making it Better
- Clearing House
The North West Social Partnership Forum

- **Threats/Opportunities**
  - QIPP
  - NHS FT’s
  - GP Commissioning

- **Immediate Priorities**
  - Engagement with Senior Managers
  - Partnership self-assessment tool
  - Mediation training
  - Model policies and frameworks
  - North West Partnership Foundation
The North West Partnership Foundation

- **Vision**
  - To lead, disseminate and sustain best practice in partnership working in order to transform staff engagement in creating world class health services in the North West
  - e-WIN enabled
  - A virtual organisation based on partner members

- **Objectives**
  - Promote and participate in research
  - Be a resource for evidence
  - Commission training
  - Build capacity and capability
Questions?
Partnership working: The way forward

Peter Ballard, Staff Side Chair
Debbie Fryer, Director of Human Resources & Organisational Development

Aintree University Hospitals NHS Foundation Trust
17 November 2010
Key Drivers

- Partnership born from good relations at senior levels
- Identified need to cascade partnership working to all levels
- Recognised that partnership is closely linked to high levels of employee engagement
- Identified that this could only be achieved by creating an informed employee voice
Methodology

• Working with the IPA, we adopted the following methodology across the four areas:

• Individual interviews of key players
• Construction and delivery of 2-day workshops for 4 pilot areas
• Delivery of 1-day follow-up workshops in 4 pilot areas
• Identification of partnership champions
• Construction and delivery of skills transfer workshops for partnership champions
• Individual coaching meetings for partnership champions
Background

4 pilot areas were identified:

- Theatres
- Domestics
- Elective Care
- Outpatients

All of these pilot areas faced real, current and challenging issues

The project would have to deliver real benefits
What’s In It For The Staff?

- Opportunity to get involved in key decisions
- Better communication channels – higher quality information
- Staff learn about the organisation – they have an “informed voice” that is listened to
- Greater involvement in their trade union
- More potential union members to consolidate partnership
Theatres

**Project** – major reorganisation of theatres

**Issues** – changes to roles, skill mix, work patterns and location. Reduction in number of staff and number of theatres

**How Resolved** – managers and local staff representatives working together from start to finish

**Output** – new structure now in place. Sustainable change achieved
Domestics

**Project** – bringing outsourced services back in-house

**Issues** – two very different cultures and different practices. Staff feeling isolated and threatened by change

**How resolved** – Managers, Aintree staff and initial transferees worked together to build strong team

**Output** – smooth transition, well integrated teams. Major improvement in quality of cleaning services and contributing to Aintree’s vast reduction in infection level (MRSA & C.Diff)
Elective Care

**Project** – moving all elective surgery to Aintree site as part of closure of Walton Hospital

**Issues** – Staff feeling very threatened and insecure about the change. Two very different cultures and patient pathways

Low staff morale

**How resolved** – staff at Walton very actively involved in process from start to finish. Able to have a real influence on the changes in working patterns etc.

**Output** – Smooth move to new Elective Care Centre. Redesigned patient pathways. Improved day case rates and theatre efficiency
Outpatients/Health Records

**Project** – Consolidating all outpatient service and health records functions on Aintree site as part of closure of Walton Hospital, and move to Electronic Document Handling System

**Issues** – Staff feeling insecure; lack of job security; two different cultures; how to keep service running smoothly during this period of great change

**How resolved** – local staff representatives and management, working together on local solutions. Opportunities for health records staff to ‘try’ other jobs. Option for staff to be earmarked for other substantive posts yet remain in health records

**Outputs** – work in progress. Implementation plan on target. Number of staff found other substantive roles already. Service running smoothly during transition
The 6 Ps
“Proper Planning Prevents P*** Poor Performance”

- Principles of good negotiation
- Ideal solution / What is sacrosanct / Bit in the middle
- Realistic
- Win/Win Compromise
Lessons Learned – The Strategy

• Empowerment only works when staff are informed
• Higher levels of responsibility come with empowerment
• Unions have to manage staff expectations
• Managers need to develop the confidence to be open and honest
• Staff need to develop the confidence to challenge constructively
• Communication “the what, the why and the what else” is key to engaging staff and reducing residual issues
• Staff become a key part of the solution
Make sure it’s winnable!

“Maybe we should forget about the demand for more car parking spaces and just stick to the debate about the end of global poverty”
The Future

- Sustainability through skills transfer to develop in-house expertise
- Development of more partnership champions by using in-house expertise
- Extend partnership working to all areas of the Trust
- Extend partnership working to include all staff
- Ensure partnership working results in tangible benefits
- Creating an entire culture of inclusion
Partnership Working:
The way forward

Thank you for attending our session.

For more information:

www.socialpartnershipforum.org
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